



THE FORCE  
MULTIPLIER

SALES & MARKETING:

# Driving Revenue Through Collaboration

Altered Purchasing Patterns Put New  
Emphasis on the CMO-CRO Relationship



Customer  
Advisory

# TABLE OF CONTENTS

## SECTION 1: REVENUE RELATIONSHIPS REDEFINED

- 3** Introduction
- 5** Who Owns Strategy and Data?
- 7** Alignment: Initiatives & Technology
- 9** Collaboration in Action
- 11** Roadmap for Merging Metrics
- 13** Overcoming Obstacles
- 15** What Lies Ahead

## SECTION 2: MARKETERS SOUND OFF

- 17** KPMG: Expert Commentary
- 19** Teradata: Aditi Uppal
- 20** Schneider Electric: Shonodeep Modak & Bassem Ammouri
- 21** Valpak: Jay Loeffler
- 22** Brunswick: Lauren Beckstedt
- 23** Cox Business: Lisa Majdi
- 24** Capital Group: Dan Schreiberstein & Eric Grey
- 25** Oracle (formerly): Lisa Joy Rosner
- 26** Sponsors + Partners

# INTRODUCTION

Truth is, most sales and marketing organizations haven't been able to pivot fast enough to the new digital buyer. This means they risk falling short of their revenue mandate. Our study found that more than 70% of marketers don't feel very confident in their current sales and marketing model to sell effectively in the digitalized customer journey. It's frightening.

Sales and marketing will have to redefine their relationship to enable new customer-centric purchasing paths. This requires an entirely new way to collaborate across customer strategy and data, initiatives, technology, activities and metrics.

## THE CHALLENGE: A NEW CUSTOMER JOURNEY

The emergence of the self-reliant digital buyer is upending the old customer journey by moving the apex of the sales action to the top of the funnel. Gone are the days of the mid-funnel flip on lead ownership. CMOs and sales leaders have a challenging but important opportunity to redefine their relationship to win and retain customers in this new environment — that is, generate more revenue.

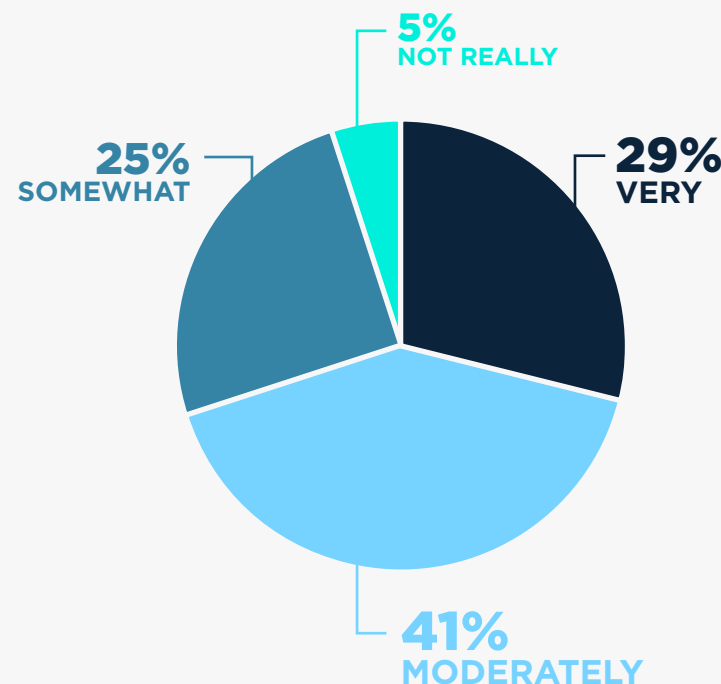
Being strategic about revenue growth is more important than ever in this new environment. Much is at stake. Self-reliant buyers spend 68% of their journey digitally before speaking with a salesperson, and an astounding 71% of them reach vendor selection after a digital-only journey, according to Forrester<sup>1</sup>. This trend first began happening in B2C, especially retail, and has quickly spread to B2B with no slowdown in sight.

With ready access to information to make a purchasing decision, comfort in utilizing digital tools and digital routes, and high expectations for personalization, today's buyers expect all members of the revenue team to bring value. This underscores the importance of data-driven insights shared across the organization to enable effective interactions that customers find valuable.

<sup>1</sup>Source: Forrester's Q2 2019 Global Sales Enablement ROI Survey. See the Forrester report "Building The Business Case For A Modern Sales Enablement Toolset", November 6, 2019

**More than 70% of marketers don't feel very confident in their sales and marketing model to sell effectively in the digitalized customer journey and to the self-reliant buyer.**

### HOW CONFIDENT ARE YOU IN YOUR CURRENT SALES AND MARKETING MODEL/ALIGNMENT?



## REDEFINING THE SALES-MARKETING RELATIONSHIP

Not only do customers expect value at every interaction, sales and marketing teams can capture and share information from these customer touchpoints in real-time to inform the sales pipeline.

Brands are wising up to the importance of getting in front of customers early and often and having the agility to meet their needs at every stage of the customer journey. This means sales and marketing must work together acquiring and sharing customer data and insights, such as buyer intent signals and social listening, on a daily basis in order to catch the buyer at the right moment.

## THE KEY TO THE CUSTOMER: DATA

The ability for marketing to share customer insights with sales to inform the pipeline is really one of the defining traits of the new sales-marketing relationship.

Our study found the need to continuously connect and derive insights from disparate customer data typically trapped in functional silos as a recurring theme:



**61%** of marketers say fragmented technology across marketing, sales and service restrains better sales-marketing alignment



**60%** say marketing and sales don't co-own customer strategy and data, and **25%** say customer data is still owned in silos by marketing and sales



**53%** plan to focus on integrating data across customer journeys in the next 12 months

“The customer journey is no longer a sales process, marketing process or a sequential process but a simultaneous one with the customer experience at the center,” says Aditi Uppal, senior director of digital marketing at Teradata. “The ease with which customers find information has made the top of the funnel more relevant to sales, and the bottom of the funnel equally important for marketing.” (For more, see “Executive Perspective: Teradata,” pg. 19.)

## WHAT YOU'LL LEARN

In this pivotal moment in sales and marketing, the CMO Council and KPMG embarked on an extensive study to understand how this relationship is evolving. We explore areas of alignment such as collaboration capabilities and roadmaps, challenges to co-ownership of customer strategy and data, what's ahead in the next 12 months, and more! This has allowed us to assess how sales and marketing leaders are breaking the mold to better connect with customers and drive greater growth.

## OUR METHODOLOGY

Our findings are based on a survey of over 300 marketing leaders across industries and geographies. Additionally, we conducted in-depth interviews with marketing and/or sales executives from Teradata, Schneider Electric, Valpak, Capital Group, Cox Business, Brunswick, and others.

# WHO OWNS STRATEGY AND DATA?

One of the telltale signs of a strong sales-marketing relationship is co-ownership of customer strategy and data. In fact, both sales and marketing executives at Schneider Electric cited co-ownership as the key to unlocking a redefined relationship.

“What’s changed now is constant contact between sales and marketing so that sales feels some ownership for the activities of marketing,” says Bassem Ammouri, Schneider Electric’s director of software in North America. “We’ve helped them produce the leads, and so we’re motivated to use them.” (For more, see “Executive Perspective: Schneider Electric,” pg. 20.)

Adds Shonodeep Modak, CMO of energy management at Schneider Electric: “There’s a convergence of the digital customer experience in terms of ownership. We’re getting much more attuned to intent behind each stage of the journey — purchase intent or research intent — and giving insights back to the commercial team. Marketing, sales and other functions are becoming equally vested in the digital customer experience.”

## THE BUMPY ROAD TO CO-OWNERSHIP

Despite measured success and direct commentary on the benefits that co-ownership of strategy and data can provide, only 40% of marketers say they utilize co-ownership. Worse, 25% say customer data is owned in silos by marketing and sales. The CMO Council found that connecting siloed data is the top challenge organizations face with the management of their CX data. More than 40% of marketers say data control lying elsewhere in the organization is a main barrier to data access.

Why isn’t co-ownership of customer strategy and data more pervasive? It’s incredibly hard. Culturally speaking, salespeople tend to want to control their own destiny and aren’t motivated to act on leads curated by marketing, let alone share their secrets (and data) for closing deals.

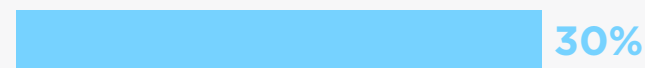
Only 40% of marketers say they utilize co-ownership, 25% say customer data is owned in silos by marketing and sales, and more than 40% of marketers say data control lying elsewhere in the organization is a main barrier to data access.

## WHICH BEST DESCRIBES CURRENT OWNERSHIP OF CUSTOMER STRATEGY IN YOUR ORGANIZATION?

Marketing and sales jointly own and implement customer strategy



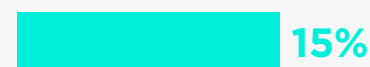
Marketing owns customer strategy but partners with sales for implementation



Customer strategy is owned and led by a separate function (e.g., Chief Customer/Digital/growth Officer)



Marketing owns and implements customer strategy



Sales incentives, too, are a roadblock to collaboration. Will a salesperson get paid more or less if they acknowledge marketing’s involvement, such as providing buyer intent signals? These and other wrinkles need to be ironed out before redefining a relationship.

“A lot has to be built from the ground up, and it’s going to be bumpy,” Modak says.

**Key Action Recommended:** *Relinquish control of data to a cross-functional body charged with mining data and serving insights to the business.*



*“A lot has to be built from the ground up, and the journey can sometimes get bumpy. But once you get traction, things really surge.”*

— Shonodeep Modak, CMO Energy Management at Schneider Electric

**WHICH BEST DESCRIBES CURRENT OWNERSHIP  
OF CUSTOMER DATA  
IN YOUR ORGANIZATION?**

Customer data is co-owned by sale and marketing (and service) with seamless access to all teams



Customer data is owned in silos by marketing and sales



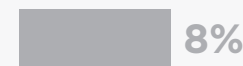
Customer data is owned by a separate function with access to marketing and sales



Customer data is primarily owned by marketing with limited access to sales



Customer data is primarily owned by sales with limited access to marketing



# ALIGNMENT: INITIATIVES & TECHNOLOGY

Much depends on better communication, greater alignment, and tighter coordination between marketing and sales. Companies need the right alignment initiatives and right projects enabled by technology, as well as seamless, end-to-end processes also underpinned by technology.

Our survey took a hard look at whether alignment initiatives and technology investments matched up. For the most part, they did. Collaboration on campaigns coincides with workflow management, business objectives and KPIs with unified analytics and reporting, customer personas with CDPs and real-time personalization.

## INTEGRATING ORGANIZATION AND TECHNOLOGY

The big takeaway is that redefining the sales-marketing relationship is as much an organizational transition as a technology one. Sales and marketing need to have a common initiative or goal, such as increasing market share among small and mid-sized businesses, that will undoubtedly require constant communication through new technology tools.

Today, there need to be multiple handoffs to multiple parties daily. An integrated front-office tech stack anchored by a few core platforms is the vehicle that automates these handoffs in an effective and efficient way. It's about connecting platforms and data to get real-time insights from across the buyer journey, and then tying these insights (again, in real time) back to the opportunity. Being agile with real-time insights is how sales and marketing should work the pipeline.

"I strongly feel that the [single] handoff is going away," Teradata's Uppal says. "The simultaneous availability of intelligence across stakeholders provides a better sense of what customers are, or might be doing, and arms sellers with timely and actionable information."

Case-in-point: At Brunswick Corp., marketers are armed with the power of direct consumer insights and dynamic ability to micro-test actions and reactions. That is, marketers hold the insights.



## WHAT NEW SALES-MARKETING ALIGNMENT INITIATIVES BETTER SUPPORT THE DIGITALIZED CUSTOMER JOURNEY AND SELF-RELIANT BUYERS?

### TOP 4 ANSWERS

- 71%** Collaborating to achieve business objectives (e.g., revenue, customer acquisition, market share)
- 60%** Collaborating on marketing and sales campaigns that drive lead gen
- 56%** Defining shared KPIs for marketing and sales
- 50%** Collaborating on customer personas

Now marketing needs to distribute them across the organization, brands and partners.

The ultimate goal is to have the consumer feel as if they've got a single customer journey across an entire ecosystem full of multiple handoffs among both internal groups and external partners, according to Brunswick CMO Lauren Beckstedt. (For more, see "Executive Perspective: Brunswick," pg. 22.)

"We're working to expose information earlier and in a simpler way online for the consumer who's doing their own research so that we can deliver them to our partners as pre-sold where the partner will finish the final mile for us," she says.



*"The simultaneous availability of intelligence across stakeholders provides a better sense of what customers are, or might be doing, and arms sellers with timely and actionable information."*

— Aditi Uppal, Senior Director, Digital Marketing at Teradata

**Key Action Recommended:** Reshape the front-office operating model, supported by an integrated tech stack, to orchestrate a new customer purchasing path.

#### WHERE ARE YOU INVESTING IN TECHNOLOGY TO IMPROVE SALES-MARKETING EFFECTIVENESS?



##### TOP 4 ANSWERS

- 70%** Marketing, sales and service automation, resource and workflow management platforms
- 50%** Unified analytics and reporting
- 39%** Real-time personalization
- 39%** Enterprise data warehouse of customer data platform



# COLLABORATION IN ACTION

## GIVING SALES AND MARKETING A VOICE

We've exposed the need for better sales-marketing collaboration, but what exactly does this look like? In our survey, we asked about marketing activities in which sales is being actively involved and vice-versa. In both cases, sales and marketing strategies are among the top five answers.

That is, sales is involved in marketing strategy and planning, and marketing is involved in sales strategy and planning. This is a somewhat new phenomenon likely brought on by the digitalized customer journey and self-reliant buyer, and it demands sales and marketing strategies to be clearly and explicitly aligned.

“To optimize conversion of leads, marketing needs to get a sales voice, as to what sales is hearing in the marketplace, and have that be reflective of what’s going in the verbiage,” says Valpak Chief Revenue Officer Jay Loeffler. “Sales needs to understand that they can’t control all of the messaging and needs marketing’s flair, statistics and supporting data, because essentially your marketing team is reflective of who you’re reaching out to.”

The upsell from Loeffler is that marketing and sales need to operate with a shared strategic voice and upfront planning. This is despite the intrinsic differences between salespeople who are typically independent and financially motivated, he says, and marketers who work in teams and want their work to be acknowledged and awarded. (For more, see “Executive Perspective: Valpak,” pg. 21.)

WHAT ARE VARIOUS  
**MARKETING** ACTIVITIES  
IN WHICH **SALES** IS BEING  
ACTIVELY INVOLVED?



### TOP 5 ANSWERS

**63%** Customer segmentation and targeting

**60%** Marketing strategy and planning

**54%** Building alliances and partnerships

**53%** Account-based marketing

**50%** Lead management

Illustrating the point, Loeffler says he was having trouble closing a deal with a local grocery chain. Then someone in marketing ran across data about a giant national competitor buying up nearby property and getting ready to enter the market.

Loeffler repeatedly sent marketing data to the local grocery chain showing how Valpak can help it defend against the coming competition — and the grocery chain finally signed on. “I would’ve never been able to do that without marketing’s help,” he says.



*“Sales needs to understand that they can’t control all of the messaging and needs marketing’s flair, statistics and supporting data, because essentially your marketing team is reflective of who you’re reaching out to.”*

— Jay Loeffler, Chief Revenue Officer at Valpak

## WHAT ARE VARIOUS **SALES** ACTIVITIES IN WHICH **MARKETING** IS BEING ACTIVELY INVOLVED?



### TOP 5 ANSWERS

- 61%** Sales enablement
- 61%** Upselling and cross-selling
- 50%** Sales strategy and planning
- 47%** Account planning
- 47%** Opportunity management

# ROADMAP FOR MERGING METRICS

The new sales-marketing relationship should be guided by shared metrics, which reveal an organization's data agility and ability to hand off real-time data insights. Shared metrics encapsulate the state of the current relationship, alignment initiatives, collaboration technology, and outcomes. They keep everyone on the same page and determine the pace of redefining the relationship.

In our survey, we looked at 13 metrics currently co-owned by marketing and sales, as well as plans to do so in the short term (less than 12 months) and long term (more than Q2 months). Then we compared co-ownership roadmaps between marketers who are very confident and not-so-confident in their current sales and marketing model.

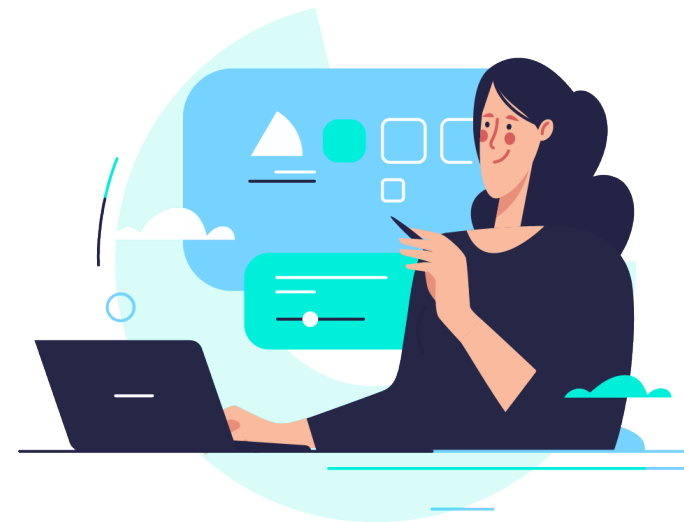
The table on page 12 is full of insightful nuggets, highlighted by critical business metrics such as revenue growth and customer lifetime value (LTV).

## SHARED METRICS GET YOU WHERE YOU NEED TO GO

Revenue growth is by far the most important metric with 61% of all marketers saying they currently co-own this metric with sales. It's the number one indicator showing the effectiveness of the sales-marketing relationship.

"Sales and marketing integration is becoming stronger, with even more mutual accountability for driving revenue," says Lisa Joy Rosner, fractional CMO and former senior vice president of brand and digital at Oracle. "We're entering an age of revenue operations."

That said, there's a lot of disparity between very confident marketers (72%) and not-so-confident marketers (56%) in co-ownership of the revenue growth metric, which shows an opportunity to close the gap.



*"Sales and marketing integration is becoming stronger, with even more mutual accountability for driving revenue."*

— Lisa Joy Rosner, fractional CMO and former Senior Vice President of Brand and Digital at Oracle

Another important metric is LTV. Currently, only 31% of very confident marketers and 28% of not-so-confident marketers co-own this metric with sales. But the very confident ones are aggressively embracing co-ownership in the short-term compared to the not-so-confident, 59% and 46%, respectively.

There's renewed interest in LTV and how it's calculated because it provides insight into where to allocate resources and what to focus on. LTV used to be solely a marketing metric, not anymore.

**Revenue growth is by far the most important metric with 61% of all marketers saying they currently co-own this metric with sales.**



The CMO Council found that CEOs (53%), heads of sales (49%) and line-of-business leaders (44%) leverage LTV to drive strategic decisions, mostly on a quarterly or even monthly basis.

Clearly, LTV should be a priority metric co-owned by sales and marketing. But CMOs have a lot of work ahead to shore up LTV. The CMO Council found that 47% of marketers track LTV only slightly well or not well at all, and 44% aren't very effective at segmenting and targeting customer sets with the most potential for long-term value.

**Only 31% of very confident marketers and 28% of not-so-confident marketers co-own customer lifetime value with sales.**

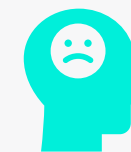


## WHERE CONFIDENCE COMES FROM

HIGHLY CONFIDENT & LESS CONFIDENT



**MARKETERS SAY THEY CO-OWN METRICS WITH SALES**



72%	Revenue Growth	56%
54%	Win rate	45%
53%	Net promoter score	43%
51%	Customer satisfaction score	36%
48%	Market share	37%
45%	Share of wallet	25%
45%	Marketing qualified leads	51%
41%	Account penetration/growth	47%
38%	Churn rate	32%
34%	Customer acquisition cost	31%
31%	Customer lifetime value	28%
24%	Product profitability	28%
19%	Brand equity	27%

# OVERCOMING OBSTACLES

There are many obstacles on the road to redefining the relationship. Our study shows fragmented technology across marketing, sales and service, and budget and resource constraints limiting testing and learning, as the top two factors restraining better sales-marketing alignment. Other major factors are a traditional organizational structure and a siloed marketing-sales operating model.

Technology and budget are tough nuts to crack. The CMO Council found that less than 12% of enterprise leaders are seen as highly strategic and adept at evaluating and implementing new technologies for competitive gain and growth. An additional 44% are seen as only moderately strategic. Given the cloud of economic uncertainty and its impact on marketing budgets, freeing up technology investment won't be easy.

## THE GUT PUNCH: TECHNOLOGY AND BUDGET PROBLEMS AREN'T THE HARDEST TO SOLVE

That unfortunate title goes to the third and fourth biggest obstacles: a traditional organizational structure constraining speed and agility, and the absence of a holistic sales-marketing operating model. Together, they're a cultural conundrum chock full of conflict.

Capital Group saw the need for redefining the sales-marketing relationship a couple of years ago and went through the difficult transition to change its sales-marketing culture. The goal was to create a sales-marketing model that would be agile enough to win and retain customers in a fluid selling environment. (For more, see "Executive Perspective: Capital Group," pg. 24.)

Less than 12% of enterprise leaders are seen as highly strategic and adept at evaluating and implementing new technologies for competitive gain and growth.

### WHAT FACTORS RESTRAIN BETTER SALES-MARKETING ALIGNMENT?

#### TOP 5 ANSWERS

- 61%** Fragmented technology landscape across marketing, sales and service
- 54%** Budget and resource constraints limiting testing and learning
- 48%** Traditional organizational structure constraining agility and speed
- 42%** Absence of holistic marketing-sales operating model
- 41%** Absence of a robust customer centric strategy and approach

“It changes roles in certain cases and requires new ways of thinking,” says Dan Schreiberstein, Capital Group’s head of high net worth marketing. “It can create tension between sales and marketing and test your patience. There’s going to be sticking points, challenges and compromises that can undermine your commitment.”

This commitment comes in the form of a shared vision for value cascading down through the organization over time. It’s about everyone deeply embracing an operating principle that sales fuels marketing, marketing fuels sales.

This shared vision needs to be backed by a new compensation model that includes engagement and participation outcomes. “When there’s a lot of lip service to this idea, it won’t make it to reality,” says Eric Grey, Capital Group’s national director, RIA distribution.

---

**Key Action Recommended:** *Overcome conflict by staying committed to the shared vision of value cascading down through the organization over time.*



*“There’s going to be sticking points, challenges and compromises that can undermine your commitment.”*

— Dan Schreiberstein, Head of High Net Worth Marketing,  
Capital Group

# WHAT LIES AHEAD

Over the next 12 months, marketing and sales will be busy integrating data and optimizing touch points across the customer journey. It's another strong indicator that the customer journey is no longer a linear process from marketing to sales, rather a simultaneous and dynamic one.

## WORKING TOGETHER TO DECODE THE CUSTOMER JOURNEY

Let's say a salesperson sends information to an account and plans to wait for five to 10 days to hear back. But marketing picks up buyer intent signals indicating that the account may be close to signing with a competitor. Sales needs this insight right away to take action.

"It's how you bring it all together to create that thread for seeing what's happening at the account," Teradata's Uppal says. "This ensures that both sales and marketing are aware of where each account is in today's complex buying cycle. It's no longer a world of sales ops and marketing ops operating in siloes. Today's dynamic environment requires a collaborative revenue ops partnership, and modern digital marketing technologies can make this a winning combination."

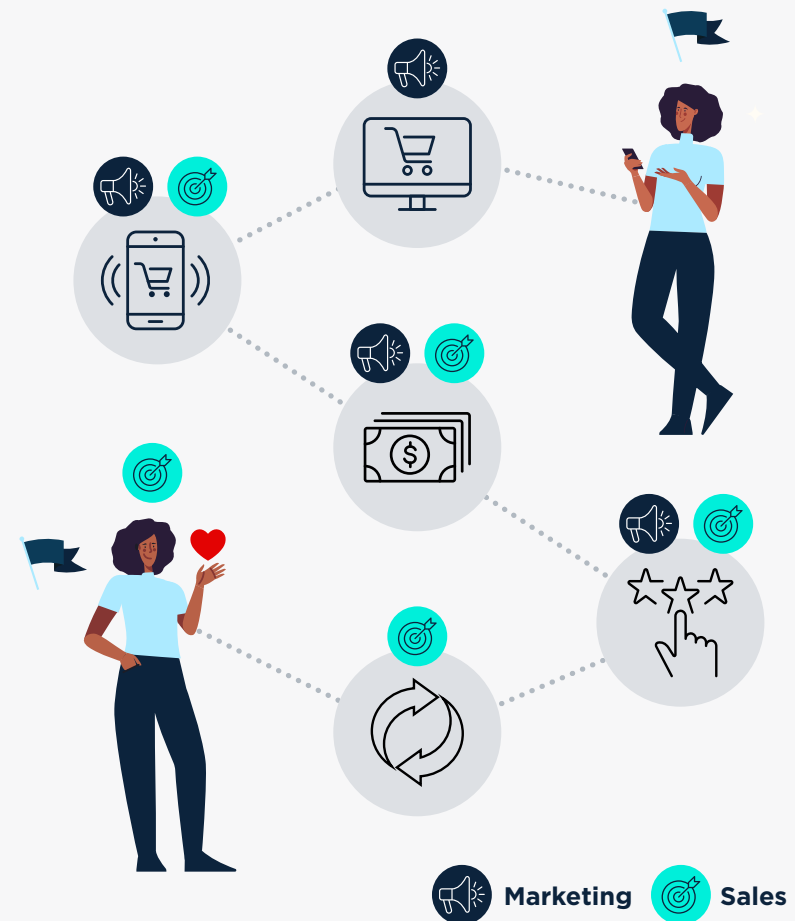
## BREAKING DOWN SALES-MARKETING BARRIERS

The elimination of a sales silo and a marketing silo, and the establishment of a collaborative, cross-functional, and revenue-generating machine is a key driver for future success as the typical buyer journey continues to evolve.

More than a third of organizations also plan to integrate technology across marketing, sales and service to support greater collaboration among customer-facing departments. As we covered earlier, it's critical for collaboration technology to match alignment initiatives.

## CUSTOMER JOURNEY

The customer journey is no longer a linear process from marketing to sales, rather a simultaneous and dynamic one.



The table to the right showing plans for sales and marketing to better support the digitalized customer journey and self-reliant buyer cover everything from real-time personalization to cross-skill training to dynamic customer segmentation and targeting. At least a quarter to a third of organizations have development plans in most categories.

Why the wide range? There's no question organizations are at various stages of redefining the sales-marketing relationship and thus have different areas of focus. This echoes our key finding that more than 70% of marketers don't feel very confident in their current sales and marketing model to sell effectively to the self-reliant buyer in the digitalized customer journey.

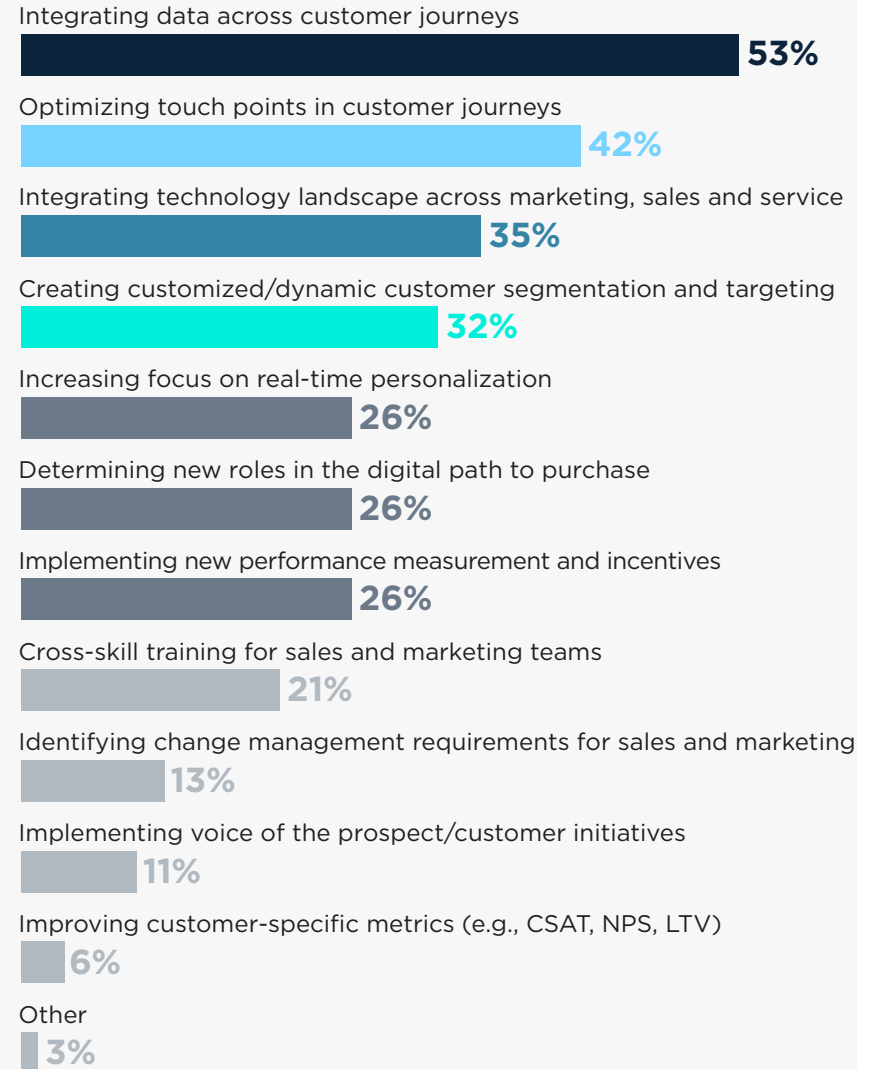
Much work lies ahead.



*“Today’s dynamic environment requires a collaborative revenue ops partnership, and modern digital marketing technologies can make this a winning combination.”*

— Aditi Uppal, Senior Director, Digital Marketing at Teradata

**AREAS OF FOCUS IN THE NEXT 12 MONTHS FOR IMPROVING SALES-MARKETING ALIGNMENT**





# EXPERT COMMENTARY FROM KPMG

**JASON GALLOWAY**

Principal

Customer Advisory, KPMG LLP

Customer Advisory Leader &amp; Marketing Consulting Lead

**WALT BECKER**

Principal

Customer Advisory, KPMG LLP

Sales Transformation Lead



*Our survey's key finding is that 70% of marketers don't feel very confident in their current sales and marketing model to sell effectively to the self-reliant buyer in the digitalized customer journey.*

## WHAT IS THE SENSE OF URGENCY FOR A SALES-MARKETING RELATIONSHIP RESET? WHAT'S AT STAKE?

### JASON GALLOWAY:

The sense of urgency for a sales-marketing relationship is two-fold: customer needs and demands have been changing over the years at an exponential rate. These days, the traditional sales and marketing funnel stages are blurred, and customers are becoming more and more self-reliant across the stages of the buying journey. All the while, they're expecting seamless interactions and experiences at every touchpoint. The bar has been set high, and in order to keep up, sales and marketing teams have to work together towards the same goals, they have to speak the same language, and they have to hold each other accountable.

### WALT BECKER:

It often used to be said that "Marketing is Marketing and Sales is Sales"... One responsible for brand recognition, product awareness, and demand generation, while the other focused on building relationships, shaping opportunities, and closing deals. But, in today's world with increasingly self-reliant buyers, marketing and sales must work together to better orchestrate investments to better align demand generation activities with sales priorities, improve both digital and analog customer interactions, and increase key performance metrics across an integrated pipeline. Companies who continue to operate marketing and sales in siloes will underperform peers who have "connected" front-offices.

## WHAT IS THE BIGGEST HURDLE FROM A SALES OR MARKETING POINT OF VIEW? HOW CAN THEY OVERCOME IT?

### JASON GALLOWAY:

I think the biggest hurdle for marketers is the shift in mindset. Many marketers grow in their career with a one-track mind – leads. How many leads did this campaign generate? How much engagement did we evoke from the audience? But more and more marketers are being held accountable for business growth, and a stronger relationship with sales can open the door for them to put that value on the table. We are starting to see sales and marketing teams align on shared metrics and work towards common goals – for example, some marketing teams are taking accountability for sales qualified leads. And while they don't have all of the control, ownership drives accountability.

### WALT BECKER:

Simply put, performance metrics. Marketing and sales must share a common set of KPI's that balance both short-term sales results and longer-term revenue objectives. For too long marketing has been measured on a suite longer-term revenue or customer goals, while sales was focused on achieving daily, weekly, or quarterly sales targets. For the marketing and sales relationship-reset to work, both need to be measured on unified short and longer-term metrics.

## WHAT DOES A SUCCESSFUL RELATIONSHIP RESET LOOK LIKE?

### JASON GALLOWAY:

It's a two-way street. Both marketing and sales need to get aligned on short and long-term goals, and then play off their strengths to achieve results together. From a marketing perspective, this involves taking the time to understand how sales operates and how to speak their language. It can be difficult to develop cross-functional objectives when you are speaking different languages in terms of goals and metrics. After figuring out where marketing and sales want to go and what they can achieve together, they need to put the resources and tools in place to enable consistent collaboration and accountability.

### WALT BECKER:

First, marketing and sales need to embrace a joint strategic planning process that prioritizes growth objectives across customer segments, markets, and product areas. Both then need to reorient their investments to achieve growth goals. For marketing, this means aligning ad spend, lead gen campaigns, nurturing activities, and sales enablement investments. For sales, this means reorienting allocation of sales capacity, adjusting sales motions, and aligning incentive compensation. It also requires a regular management cadence between marketing and sales on things like campaign design and effectiveness, account planning and marketing, lead nurturing and opportunity management, and, if applicable, cross/up-sell and renewal processes. Both will still have their unique roles to play in driving top-line growth, but creating tighter coordination on key customer processes and increasing alignment of KPIs will unlock more leads, opportunities, and wins.

## EXECUTIVE PERSPECTIVE



### ADITI UPPAL

Title: Senior Director, Digital Marketing

Company: Teradata

Industry: Technology

teradata.

“ *The ease with which customers find information has made the top of the funnel more relevant to sales, and the bottom of the funnel equally important for marketing.* ”

Once a clearly marked road from awareness to conversion, the customer journey has become chaotic. A B2B buying team now can consist of a dozen or more individuals, each with different roles in the buying process, and each conducting research online, and suddenly appearing at different buying stages.

“It’s no longer a sales process, marketing process or a sequential process but a simultaneous one with the customer experience at the center,” says Aditi Uppal, senior director of digital marketing at Teradata. “The ease with which customers find information has made the top of the funnel more relevant to sales, and the bottom of the funnel equally important for marketing.”

Traditionally, marketing would collect and send a bunch of MQLs to sales in a single handoff. Salespeople may or may not have followed up on them. Today, this isn’t good enough. Instead, there needs to be practically daily handoffs of data between marketing and sales, along with relevant insights.

“I strongly feel that the handoff is going away,” Uppal says. “The simultaneous availability of intelligence across stakeholders provides a better sense of what customers are, or might be, doing, and arms sellers with timely and actionable information.”

For instance, let’s say a seller sends information to an account and plans to wait for 5-10 days to hear back. With modern digital analytics, marketing, however, picks up buyer intent signals indicating that the account may be close to signing with a competitor. Sales needs this insight right away to take an action.

With marketing tracking numerous customer data points across first-party and third-party data sources, the ongoing flow of two-way information between sales and marketing requires a robust technology solution and customer data platform to make frequent orchestrations easier and to arm sellers and marketers with the most up-to-date and relevant information across the plethora of the buying team.

“It’s how you bring it all together to create that thread for seeing what’s happening at the account,” Uppal says. “This ensures that both sales and marketing are aware of where each account is in today’s complex buying cycle. It’s no longer a world of sales ops and marketing ops operating in siloes. Today’s dynamic environment requires a collaborative revenue ops partnership, and modern digital marketing technologies can make this a winning combination.”

## EXECUTIVE PERSPECTIVE

**SHONODEEP MODAK**

Title: CMO Energy Management

**BASSEM AMMOURI**

Title: Director, Software - North America

Company: Schneider Electric

Industry: Energy



Even in the B2B world, customers have conducted a ton of online research before speaking to a salesperson. They're not just thinking about dollars, either. "People are making choices based on the level of decarbonization and other environmental factors," says Shonodeep Modak, CMO for Schneider Electric's Energy Management business.

This means marketing, sales and customer service need to be equally educated and vested in the full lifecycle of digital customer experience in order to serve the needs of the self-reliant B2B buyer.

Marketers, for instance, have to learn how to pick up buyer intent data signals and distribute data insights to sales in a timely manner, while maintaining a high level of data integrity. In turn, salespeople have to learn about the value of digital signals and how to use them to shape selling angles and pursuit strategy.

"There's a convergence of the digital customer experience in terms of ownership," Modak says. "We're getting much more attuned to intent behind each stage of the journey — purchase intent or research intent — and giving those insights back to the commercial team and shaping the content we create. Marketing, sales and other functions are becoming equally vested in the digital customer experience."

At Schneider Electric, sales and marketing teams meet regularly. Marketing joins business unit staff calls and regularly gives data insights to the commercial team. Sales gives marketing customer feedback to inform marketing messages and helps with marketing initiatives (e.g., amplifying a marketing message on social media).

Modak's sales counterpart, Bassem Ammouri, Schneider Electric's director of software in North America, couldn't agree more yet recalls overcoming significant challenges to get to this point. Culturally speaking, he says, salespeople tend to want to control their own destiny and aren't inherently motivated to act on leads curated by marketing.

"We have implemented a system of management with more frequent touch points between sales and marketing so that sales feels some ownership for the activities of marketing," Ammouri says. "We've helped them produce the leads and so we're motivated to use them."

Both Ammouri and Modak say successful co-ownership depends, in part, on getting incentives right. Is a salesperson relatively disincentivized to support marketing campaigns on the fringes of their portfolio? Will a salesperson get paid more or less if they acknowledge marketing's involvement in a customer win? These and other wrinkles need to be ironed out on an ongoing basis.

## EXECUTIVE PERSPECTIVE



### JAY LOEFFLER

Title: Chief Revenue Officer

Company: Valpak

Industry: Direct Marketing



“Sales needs to understand that they can't control all of the messaging. They need marketing's flair, statistics and supporting data, because essentially your marketing team is reflective of who you're reaching out to.”

Since much of the sales action in the accelerated digital customer journey is happening at the top end of the marketing funnel, Valpak is the voice of sales beyond the marketing data. To optimize the sales conversion of leads, marketing has effectively partnered with sales to identify a sales voice to reflect what they are hearing in the marketplace.

“Sales needs to understand that they can't control all of the messaging. They need marketing's expertise statistics and supporting data, because essentially your marketing team is reflective of who you're reaching out to,” says Jay Loeffler, chief revenue officer at Valpak.

Changing consumer dynamics have made for interesting shifts in consumer psychology, as Loeffler explains. “Marketers always want to use the most aggressive [tactics] to generate leads. Sales always wants to have the best-in-class offer, but you don't always need that to convert. Doing offer-testing and having that lens of how we most effectively get to what offer is needed to drive the optimal response to hit our metrics isn't always the most aggressive offer.”

The upsell from Loeffler is that marketing and sales need to operate with a shared voice and effective upfront planning. This is despite the intrinsic differences between salespeople who are typically independent and financially motivated; and marketers who work in teams and want their work to be acknowledged and awarded.

“So, it's about setting up the right expectation up front with both teams and setting the incentives the right way,” Loeffler says. “This means letting sales know that their commission won't be affected and letting marketing know that there needs to be a kind of weave of communication.”

What is the outcome you're trying to achieve? Who gets incentivized? “Typically, the salesperson will be in variable commission, and the marketer will be in lead conversion, which is tied to some KPI where they get a bonus off of,” Loeffler says.

# EXECUTIVE PERSPECTIVE



## LAUREN BECKSTEDT

Title: Chief Marketing Officer

Company: Brunswick Corp.

Industry: Manufacturing

# BRUNSWICK™

“We're working to cascade information earlier and in a simpler way online for the consumer who's doing their own research so that we can deliver them to our partners as pre-sold where the partner will finish the final mile for us.”

At Brunswick, the digitalized customer journey has shifted the relationship between the consumer and the brand. That is, consumers now have heightened expectations in direct access, real-time updates and simplicity, says CMO Lauren Beckstedt.

“Second to that, digitalization has created measurable interactions that are informing everything we do, and will reshape the marketing mix entirely,” Beckstedt says. “Marketers are now armed with the power of direct consumer insights and dynamic ability to micro-test action/reaction.”

In turn, this has changed marketing's talent requirements, brought a renewed focus on consumer insights, and a doubling down on consumer engagement and personalized content. Beckstedt is quick to point out that content still needs to be scaled across a portfolio of brands.

The digitalized customer journey has also led to a sales, marketing and channel reorganization that carries with it a significant investment in digital transformation and a new marketing structure that supports collaboration.

Now marketing is working more as a connected portfolio that gives Brunswick a competitive advantage of scale and broad consumer reach, Beckstedt says. The goal is to have the consumer feel as if they've got a single customer journey across an entire ecosystem full of multiple handoffs among both internal groups and external partners.

“We're working to cascade information earlier and in a simpler way online for the consumer who's doing their own research so that we can deliver them to our partners as pre-sold where the partner will finish the final mile for us,” Beckstedt says.

The nature of this market environment has marketing monitoring and adjusting more frequently, with weekly demand and inventory planning meetings to shape its performance marketing initiatives. “You may see new innovation cycles, new product launch cycles, and a different focus on where to apply CX improvements,” she says.

# EXECUTIVE PERSPECTIVE

**LISA MAJDI**

Title: AVP Marketing

Company: Cox Business

Industry: Telecom



“What I think has made the biggest difference for us in this process is incredibly strong linkage and relationships at the most senior level.”

Customers are engaging digitally more than ever. They've been more empowered to do their own research and to even make purchases through e-commerce. As a result, the accountability model for marketing and sales has changed, because sales lead generation has improved, resulting in better quality sales leads from marketing campaigns.

“So now, we can run a campaign because we've done things like propensity modeling, and we have a really good list which we can turn over to sales because we've got it loaded into CRM,” says Lisa Majdi, AVP of marketing at Cox Business. “It makes sales more accountable.”

For the last 12 months, Cox Business sales and marketing leaders have collaborated on developing campaigns to drive accountability in the field among sales teams. Majdi credits their senior vice president of sales for launching the initiative so that sales “has skin in the game.”

The result has been closer cooperation between sales and marketing teams, enabling Cox Business to leverage assets across all business channels. “What I think has made the biggest difference for us in this process is incredibly strong linkage and relationships at the most senior level,” Majdi says.

Marketing, without a doubt, has a bigger role to play in the sales action.

“We have mid-market reps selling broader in the portfolio, and this requires much more material and messaging from marketing because that's new to them,” Majdi says. “If you expect them to sell Cloud or to sell IoT, they have to learn that as well.”

For Cox Business, this is the beginning of a deeper collaboration in the company between key internal stakeholders and across the entire business to drive marketing and sales success.

## EXECUTIVE PERSPECTIVE



### DAN SCHREIBSTEIN

Title: Head of High Net Worth Marketing

### ERIC GREY

Title: National Director, RIA Distribution

Company: Capital Group

Industry: Finance



A couple of years ago, Capital Group saw the need for a new sales-marketing relationship that would be agile enough to accommodate shifting selling conditions — namely, the digitalized customer journey and self-reliant buyer — and result in winning and retaining more customers.

But this meant a change in cultural mindset, one that requires sales and marketing to work much more closely together. “It changes roles in certain cases and requires new ways of thinking,” says Dan Schreiberstein, Capital Group’s head of high net worth marketing. “This can create tension between sales and marketing and test your patience.”

Problem is sometimes salespeople and marketers aren’t the best collaborators.

“Either function can sometimes get really insular, an island unto themselves, and focus on just delivering the sales model or against their marketing metrics,” says Eric Grey, Capital Group’s national director, RIA distribution. “The team needs to break this ossification and be willing to look at the broader picture to see the impact and the overlap and how both functions can complement one another to achieve results neither could have on their own.”

What’s needed is a shared commitment in the form of a shared vision and shared principles that will lead to value cascading through the organization over time. It’s about everyone embracing a deeply held belief that sales fuels marketing, marketing fuels sales.

Sticking points, challenges and compromises can undermine this commitment, Schreiberstein says. That’s why the shared vision needs to be backed by real changes, such as shared planning processes and a compensation model that includes engagement and participation outcomes for both salespeople and marketers.

“Talking about it without changes to execution won’t make it a reality,” Grey says.

Grey is quick to point out that a sales-marketing relationship reset is never complete. Like any relationship, both parties have to work at it constantly. For instance, Grey is working now with a new marketing lead and introducing her to this new kind of sales-marketing culture, what she needs to know about sales, and how sales values marketing.

“You have to pay a little more attention and make sure everything you do reflects this shared vision and approach, and so it will never be done,” Grey says. “It’s fragile, and you’ve got to make it important and build the right structures to sustain it.”



# EXECUTIVE PERSPECTIVE



## LISA JOY ROSNER

Title: Strategic Advisor

Company: (Formerly, Oracle)

Industry: Technology

“Sales and marketing integration is becoming stronger, with even more mutual accountability for driving revenue. We’re entering an age of revenue operations.”

Lisa Joy Rosner sees big changes happening to sales and marketing. The former senior vice president of brand digital marketing at Oracle says she is seeing it happen in companies large and small.

“A huge percentage of marketing teams are being let go, and the marketing function is being considered sales,” Rosner says. “Organizations are fundamentally changing the sales-marketing model, it remains to be seen how that’s going to work.”

Why the shift? Even in B2B sales, the customer comes to the table already educated about the market and competitors, Rosner says. This means marketing campaigns have to be even more targeted.

“Instead of doing a fully integrated campaign, I am starting to see companies act as follows: ‘Here’s a product at a price point,’” Rosner says. “It’s about going after target accounts in an industry with one message, as opposed to a fully integrated horizontal marketing mix.”

For Rosner, sales and marketing are becoming more integrated. In complex enterprise sales, people want to buy from people, which makes the salesperson indispensable. But the salesperson often faces a freshly educated customer. By curating the right content to the right buyer at the right time, marketing can shorten the sales cycle.

Everyone wants to be more efficient, Rosner says, which is why companies are combining sales and marketing under a CRO or similar title.

“Sales and marketing integration is becoming stronger, with even more mutual accountability for driving revenue,” she says. “We’re entering an age of revenue operations.”



The Chief Marketing Officer (CMO) Council is the only global network of executives specifically dedicated to high-level knowledge exchange, thought leadership and personal relationship building among senior corporate marketing leaders and brand decision-makers across a wide range of global industries. The CMO Council's 16,000-plus members control approximately \$1 trillion in aggregated annual marketing expenditures and run complex, distributed marketing and sales operations worldwide. In total, the CMO Council and its strategic interest communities include more than 65,000 global executives in more than 110 countries covering multiple industries, segments and markets. For more information, visit [www.cmocouncil.org](http://www.cmocouncil.org).



In the new rules of business, speed and scale are table stakes. Increased expectations to stay relevant, continuously adapt, work smarter, grow faster, and deliver sustainability are constant pressures. Companies are realizing the key to accomplishing these expectations is to rapidly realign around the customer's evolving needs in this increasingly digital world. This demands a continuous capability that requires a truly collective approach. Combining innovation with industry expertise and agility, KPMG Customer Advisory can help you harness technology to build a connected enterprise that will create business value and drive sustainable growth in today's digital world.

Learn more at [visit.kpmg.us/CustomerAdvisory](http://visit.kpmg.us/CustomerAdvisory)

Some or all of the services described herein may not be permissible for KPMG audit clients and their affiliates or related entities.

The KPMG name and logo are trademarks used under license by the independent member firms of the KPMG global organization.

The information contained herein is of a general nature and is not intended to address the circumstances of any particular individual or entity. Although we endeavor to provide accurate and timely information, there can be no guarantee that such information is accurate as of the date it is received or that it will continue to be accurate in the future. No one should act upon such information without appropriate professional advice after a thorough examination of the particular situation.